



Civilian Employees
Supporting a Global Force

The Career Scout

Information to Strengthen Your Career Today, Tomorrow, and Beyond

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The Civilian Employment News and Information Letter

January 2001

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Link to on-line issue

<http://www.afpc.randolph.af.mil/resweb/news/news.htm>

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The Career Scout is a newsletter published by the Recruitment/DEU Branch. Your comments and questions are welcome. Please address them to:

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We'd like to hear from you!

This is our 5th Issue of The Career Scout and as you can probably tell we are continually making improvements. Our goal is to provide all of our customers the most up-to-date and informative information and resources as possible.

If you have an article to contribute or have comments, suggestions, or questions, please send us an email at career.scout@afpc.randolph.af.mil.

Change in Central Skills Bank (CSB) Procedures

The Air Force deployed the Modern Defense Civilian Personnel System (DCPDS) at Holloman, F.E. Warren, and Dobbins AFBs on 24 Nov 00. These bases joined Charleston and McChord AFBs, which deployed in November 1999, as Initial Operational Capability (IOC) test sites. Interim procedures have been established to allow employees from bases still operating under the Legacy DCPDS to be considered for positions at the IOC bases.

To be considered for vacancies at one or more of the IOC bases, you will need to comply with the following instructions. The Standard Automated Inventory and Referral system (STAIRS) is the method by which candidates are referred at the test sites. All placement consideration at IOC bases will be accomplished using Resumix and Civilian Personnel Decision Support System (CPDSS). Employees who wish to be considered at these bases must self-nominate for positions of interest. All vacancies will be announced and advertised on the Air Force Personnel Center Employment Home Page www.afpc.randolph.af.mil/afjobs. Vacancy listings are also accessible through our Interactive Voice Response System (IVRS) by calling 1-800-997-2378 (within area code (210) 527-2378). Vacancy listings are updated each Friday. In addition, we encourage you to subscribe to the Civilian Announcement Notification System (CANS), which will automatically notify you when a vacancy in your area of interest has been posted. Once you are registered for specific grades, series and locations, the subscription service will notify you on any matching vacancies via e-mail.

For additional information, please contact your Civilian Personnel Flight.

Quick Info

Did You Know You Can Register On-line for Career Programs?
<http://www.afpc.randolph.af.mil/cp>

Services Directory

Job Information Lines

External: 1-800-699-4473 (within area code (210) 527-2377)

Internal: 1-800-997-2378 (within area code (210) 527-2378)

TDD: 1-800-382-0893 (within area code (210) 565-2276)

AFPC Civilian Employment Internet Addresses

Civilian Employment Home Page:

<http://www.afpc.randolph.af.mil/afjobs>

Career Scout: <http://www.afpc.randolph.af.mil/dpc.news>

Directorate of Civilian Personnel Home Page:

<http://www.afpc.randolph.af.mil/dpc>

Delegated Examining Unit (DEU):

- DEU Form 1
- Delegation Agreement
- Series Assignment

<http://www.afpc.randolph.af.mil/dpc>

Defense Employment Agencies

Army - www.cpol.army.mil

Navy - <http://www.donhr.navy.mil/>

DoDEA - <http://www.odedodea.edu/>

DLA - <http://www.hroc.dla.mil/>

DFAS - <http://www.dfas.mil/people/>

WHS (DoD) - <http://www.hrsc.osd.mil/>

DIA - <http://www.dia.mil/>

NSA - <http://www.nsa.gov/>

DISA - <http://www.disa.mil/>

Coast Guard -

<http://www.uscg.mil/hq/cgpc/cpm/home/index.htm>

Office of Personnel Management (OPM)

Home Page - <http://www.opm.gov>

Human Resources References -

<http://www.opm.gov/references/>

USAJobs - <http://www.usajobs.opm.gov>

Veterans - <http://www.opm.gov/veterans/>

VetGuide/VetsInfo Guide -

<http://www.opm.gov/veterans/index.htm>

People With Disabilities - <http://www.opm.gov/disability/>

Students - <http://www.usajobs.opm.gov/b4.htm>

Reduction In Force (RIF) -

<http://www.opm.gov/rif/general/rifmenu.htm>

Retraining Centers "One-Stop Centers" -

<http://www.opm.gov/rif/general/onestop.htm>

Other Information

Veteran's Preference Advisor -

<http://www.dol.gov/dol/vets/public/programs/programs/preferece/main.htm>

America's Job Bank - <http://www.ajb.org>

Dept of Veterans Affairs - <http://www.va.gov/>

Defense Finance and Accounting Service (DFAS) -

<http://www.dfas.mil>

- Employee/Member Self service (E/MSS) system - <http://www.dfas.mil/emss/>



Air Force Link - <http://www.af.mil> Air Force Crossroads - <http://www.afcrossroads.com/>

2001 General Schedules Pay Tables

The 2001 General Schedule Pay Tables are now available on the Office of Personnel Management's web site at

<http://www.opm.gov/oca/payrates/index.htm>.

Kosovo Campaign Medal (KCM)

President Clinton approved establishment and award of the Kosovo Campaign Medal for military members participating in or in direct support of one or more of the following operations:

Allied Force (24 Mar 99 - 10 Jun 99)
Joint Guardian (11 Jun 99 - to be determined)
Allied Harbor (4 Apr 99 - 10 Jul 99)
Sustain Hope/Shining Hope (4 Apr 99 - 10 Jul 99)
Noble Anvil (24 Mar 99 - 20 Jul 99)
Kosovo Task Force Hawk (5 Apr 99 - 24 Jun 99)
Saber (31 Mar 99 - 8 Jul 99)
Falcon (11 Jun 99 - to be determined)
Hunter (1 Apr 99 - 1 Nov 99)

Service members must have served, or be currently serving, in a unit participating or engaged in direct support of the operation for 30 consecutive days in the area of eligibility or for 60 nonconsecutive days.

The KCM will not be available for issue to service members until after January 2001. Individuals who believe they are authorized this award under the criteria established should provide documentation such as copies of official orders and travel vouchers that assigned them to one of the approved operations listed, to their servicing military personnel flight career enhancement element.

Firefighter Certification

Due to the 1 Jun 00 implementation of mandatory qualification certification requirements for firefighter positions at GS-5 and above, AFPC procedures to comply with the DoD Fire and Emergency Services Certification, DoD Manual 6055.6, dated 12 Dec 95, are as follows:

Position Descriptions (PD) and Coredocs

PDs or coredocs need to arrive at AFPC with an addendum that shows the certifications and levels required. For positions that also require Driver Operator skills and certification, a list of the type of equipment the selectee is required to operate needs to be included.

Internal Referrals

Current AF employees must meet the certification requirement prior to referral for promotion, reassignment, and change-to-lower grade. Staffers review the Air Force Civil Engineering Support Agency (AFCESA) website to lookup and verify the certification level (www.dodffcert.com). If employees do not have the proper certification(s), they do not meet the qualification requirements and are not referred.

External Referrals (Noncompetitive and DEU)

Vacancy announcements will contain a statement informing applicants of the certification requirements to meet the qualifications for appointment. They are instructed to list certificates; however, because DoD will not confer the DoD certification to non-DoD applicants/employees until *after* tentative selection, we will refer applicants who meet only the experience portion of the qualification standards, not just those who have certification. We will include a statement on the referral certificate alerting selecting officials that the required certification has not been verified or conferred so under absolutely **no** circumstances can a job offer be made without notifying the Civilian Personnel Flight (CPF), who will in turn notify your AFPC staffer. If the proposed selectee's certification is not listed in the AFCESA look-up page, a copy of the actual DoD firefighter certificate(s) must be obtained prior to making a tentative selection, setting an EOD, and effecting the appointment.

Non-DoD applicants cannot become DoD certified unless they have received a tentative job offer from DoD. [Catch 22—you cannot make a real job offer until they are qualified and receive certification.]. Consequently, the supervisor needs to identify who the potential selectee is so we can then obtain a copy of the certificate to send along with a written request to HQ AFCESA, Tyndall AFB, who maintains the DoD database. Accreditation for non-DoD firefighters must be from one of the two national accrediting agencies (IFSAC or the National Professional Qualifications Board) and forwarded to AFCESA so they can confer the proper certification level for the position under the reciprocity provision of the DoD program. **No job offers can be made until the certification is received from AFCESA.** Expect a 30-day turnaround time.

DoD Uses New Incentives To Recruit the Best

By Gerry J. Gilmore
American Forces Press Service

WASHINGTON, Nov. 9 00 -- An expanded college loan repayment program and a modified retirement savings system are two new recruiting tools at DoD's disposal because of legislation recently signed by President Clinton, said DoD's senior civilian personnel official.

Diane Disney, Deputy Assistant Secretary of Defense for Civilian Personnel Policy, noted that the two popular recruitment tools are widely used in the private sector. She said they will help DoD attract "the best and the brightest" civilian employees.

"This is an extremely tight labor market," Disney said. "We now have 77 percent fewer people in their 20s [in DoD] than we did a decade ago, and many people are coming up on retirement eligibility. We need to take definite steps to improve our recruitment of college graduates."

She said DoD's civilian work force requirements are rapidly changing due to information technology advances. Older "baby-boomer" employees -- most at the mid- to senior-grade level, she noted, are expected to start retiring this year. People with experience in information technology and other technical fields are needed to replace them, Disney said, even while the healthy economy makes it hard to compete with private-sector employers for young, or older, college-educated employees.

The enhanced college loan repayment program would pay up to \$6,000 per calendar year, up to a total of \$40,000, Disney said. It will take effect in mid-2001, she added, and its cost will be borne by the agencies involved.

"Previous authority to pay off student loans was limited to professional, administrative and technical positions only. The new legislation removes those limitations so that any occupation might be eligible," she said. The program, however, is not retroactive.

Disney said the federal civilian college loan repayment program shouldn't dissuade people from joining the military, which offers up to \$65,000 for college tuition.

"Right now, if somebody wants to come work for the Department of Defense, but does not necessarily want to be in uniform, there really is not an obvious enticement. This provides an enticement to the civil service within DoD, the kind of approach the military has found so effective," she said.

Recently approved legislation affecting the government's 401(k)-like Thrift Savings Plan (TSP) gives newly hired federal employees the opportunity to start saving immediately, Disney said. Previously, she explained, people could not invest in the plan until the second TSP open season after they began working for the federal government.

The enhanced TSP program is "a really great incentive, particularly for bringing in mid-level and senior people," she said. The older people become, Disney said, the more concerned they are about their retirement system.

Currently, about 75 percent of eligible DoD civilians participate in at least one of the three TSP investment funds: government securities, corporate bonds and stocks, she said. Money put into TSP comes from pre-tax dollars and reduces taxable income; the investments and earnings are not taxed until they are withdrawn.

"If we have a retirement system that denies people the opportunity to participate in retirement savings for maybe as long as a year, we are not going to look like a very attractive employer," Disney said. "This issue arises when we try to recruit faculty members for our institutions, or when we try to bring in scientists and engineers for three-four years. The old system was a real disincentive because retirement earnings are so important."

Disney said new employees would also be allowed to contribute "rollover" distributions from previous retirement plans.

"That helps to simplify a person's life," she said. A person who joins the government and who already has a 401k account with a past employer might not want to handle two, and now does not have to. "You can now roll those two into one," Disney said.

The newly available recruiting tools should make federal employment much more appealing than it was before, she said.

"We are hitting both ends of the experience spectrum. The student loan repayment program is useful at all ages, but it is particularly useful for people in their '20s," Disney remarked. "The TSP program is of value to people of all ages, but is particularly important to those in their middle and later years."

More Hispanics Needed in Senior DoD Civilian Jobs

By Gerry J. Gilmore
American Forces Press Service

WASHINGTON, Nov. 9, 2000 – DoD officials recently established an advisory group that will explore ways to place more Hispanic Americans in DoD military and civilian jobs, especially at the upper management level.

"I am pleased to announce the creation of an informal DoD Senior Advisory Council on Hispanic Issues. The council is designed to provide another avenue to assist DoD to recruit, develop, and retain qualified Hispanic civilian employees and military members," said Victor Vasquez Jr., Deputy Assistant Secretary of Defense for Military Community and Family Policy Sept. 26 at the annual Hispanic Heritage observance at the Pentagon.

Vasquez noted Hispanics remain under-represented in DoD when their numbers are compared to national civilian labor force statistics. The advisory council, he said, will help to rectify that imbalance.

"I consider the advisory council as a major milestone in that it will empower the Hispanic executives within the Department of Defense -- by executives I mean at least at the senior executive service level -- to begin to assume responsibility and accountability on building a strategy in response to DoD's work force needs for the future," Vasquez said.

Senior-leader interest in increasing Hispanic participation within DoD is nothing new. Alphonso Maldon Jr., Assistant Secretary of Defense for Force Management Policy distributed a Feb. 28 memorandum DoD-wide that implemented employment initiatives to improve job opportunities for Hispanics within DoD's civilian and military work force.

"The initiatives target employment opportunities through a renewed commitment to the recruitment, development and retention of qualified Hispanic personnel through an increased dedication to the Hispanic Employment Program," Maldon stated in the memo.

"Hispanics still remain the only under-represented racial or ethnic group in the federal work force," Maldon continued. "We strongly encourage you to work with us to aggressively address the under-representation of Hispanics in the DoD civilian work force."

Although Hispanic Americans make up about 12 percent of the total U.S. population, they constitute about 5.7 percent of the federal civilian work force and about 6 percent of DoD's civilian work force, according to officials.

The military services have stepped up efforts to recruit more Hispanics and provide opportunities for advancement, officials said. These efforts, they said, have increased the numbers of Hispanics in the military and promoted diversity within the force.

In fact, all the uniformed services have increased Hispanic American representation in recent years, with the Air Force doubling the percentage of Hispanics within its ranks during the last 8 years, officials said. In the Navy, 15.5 percent of sailors are Hispanic Americans. In the Marine Corps it's 14.9 percent. The Army is 10.9 percent Hispanic-American and the Air Force is 7.4 percent.

Maldon noted in his memo that more Hispanic-American applicants are needed to fill senior civilian managerial positions, a situation heavily supported by statistics.

Out of 1,211 Senior Executive Service billets within DoD, Hispanic Americans hold just 14, officials said. Of the 72,023 people DoD-wide who hold GS-13

through GS-15 jobs -- primarily senior management-level positions -- only 2,114 are Hispanics. SES civilian executives serve in general-officer-level managerial positions.

William E. Leftwich III, Deputy Assistant Secretary of Defense for Equal Opportunity, pointed to the importance of Maldon's Hispanic Employment Initiatives. "These initiatives are precedent-setting in that they focus specifically on Hispanics/Latinos. The Department of Defense is working this issue very aggressively. ... We are about inclusion and progress," Leftwich said. "This is an area that we have to do better in. ... There are challenges, but my colleagues have their sleeves rolled up and are working this issue."

As part of Maldon's initiatives, DoD officials said they are seeking senior-level military and civilian volunteers to serve on informal DoD Senior Advisory Council on Hispanic Issues. Such an advisory body, consisting of five civilians, GS-14 or above, and five military, lieutenant colonel/commander or above, would be of great benefit in promoting Hispanic employment at DoD, Leftwich said.

"I welcome groups that can assist in being a supportive arm to the things that we have to do. There are policies people need to know about -- the advisory council can help to communicate that," he said. "There are communities that we need to reach out to in a better manner. They can help to facilitate that. There are focus groups ... that can help gather information ... and then provide it to us."

"The more information you have and the quality of that information helps us to focus policies, programs and initiatives even better," Leftwich added.

Vasquez' co-chair on the advisory panel is Ana Maria Salazar, Deputy Assistant Secretary of Defense for Drug Enforcement Policy and Support. The highest-ranking Hispanic woman in DoD, Salazar was named one of the 100 most influential Hispanics in the October issue of "Hispanic Business" magazine.

Yet, said Salazar assistant Alex Rodriguez, more Hispanic civilians must enter federal service "to establish a robust pipeline," especially within DoD, if more are to rise to top positions. The advisory council, he added, will help DoD to meet those goals.

"You're talking about a segment of the U.S. population that is growing in size, compared to every other group," Rodriguez said. "So, deeper inclusion today by that group into the American dream is critical."

"A DoD Senior Advisory Council on Hispanic Issues will provide a platform for members to assist the Secretary of Defense and everyone down the chain-of-command in moving toward a more inclusive environment," he concluded.

For more information or to apply for a seat on the DoD Senior Advisory Council on Hispanic Issues, contact Vasquez at vasquezv@pr.osd.mil or Salazar at salazara@mail.policy.osd.mil.

Increasing Participation of Asian Americans and Pacific Islanders (AAPI) in Federal Programs

United States Office of Personnel Management

Providing Training Opportunities for AAPI's

The White House Initiative on Asian Americans and Pacific Islanders supports the Clinton Administration's 18-month efforts to eliminate racial and ethnic disparities for Asian Americans and Pacific Islanders and other racial and ethnic minorities. This White House Initiative is one of several that address a variety of needs for minority populations. These other initiatives include the White House Initiative on Historically Black Colleges and Universities, the White House Initiative on Tribal Colleges and Universities, and the Hispanic Agenda for Action. Agencies should be assessing the extent to which appropriate training opportunities are being provided to Asian Americans, Pacific Islanders and all minority groups.

The following guidelines and resources can assist Federal human resource offices with this effort.

- OPM's Guidelines for Conducting Diversity Training can be found at <http://www.opm.gov/hrd/lead/divers97.htm>. The guidelines discuss topics such as goals of diversity training, principles for implementing diversity training, and conducting training in a supportive, non-coercive environment.
- Building and Maintaining a Diverse High-Quality Workforce: A Guide for Federal Agencies is available at <http://www.opm.gov/diversity/guide.htm>. This guide is a tool to help Federal agencies develop an effective program to build and maintain a diverse, high-quality workforce. Building includes activities to attract, recruit, and hire employees. Maintaining includes activities to develop, manage, reward, and retain employees.
- The Minority College Relations Program at <http://oasamra5.army.pentagon.mil/eeoa/mcrp/mcrp.html> identifies minority colleges and universities that agencies can use to develop mutually beneficial outreach opportunities.
- More information about the White House Initiative on Asian Americans and Pacific Islanders Presidential Initiative can be found at <http://www.aapi.gov>. This site includes news

and events; information from the President's Advisory Commission and the Federal Interagency Workgroup, and resources link. It also has the Executive Order 13125, Increasing Participation of Asian Americans and Pacific Islanders in Federal Programs.

AFPC Secure Web Site (Internal Applicants)

The Air Force Personnel Center's Web Security Program deactivates User-Ids after 120-days of non-use. If your User-Id and password is deactivated, you will need to re-create it. To accomplish this go to the AFPC Secure Web site at <https://www.afpc.randolph.af.mil/afpcsecure/> and click on the appropriate button to create/re-create an account.

Air Force Student Employment Opportunities

Set yourself up to Soar!

Wanted: talented, energetic, flexible, students willing to learn and grow for the purpose of supporting the Air Force mission.

As a leader among all Armed Forces, the United States Air Force is one of the largest employers of federal civilian employees. The Air Force hires civilian employees to support the Air Force mission. While civilian employees are not directly involved with combat activities, they affect the mission by successfully performing within a wide array of career fields. These career fields include engineering, medical, financial, contracting, information technology, logistics, and many more.

Student employment opportunities exist to develop and retain skills in demand while providing career opportunities to students across the nation. Here's a look at the Student Employment Programs the Air Force offers:

- **Student Temporary Employment Program (STEP):** Offers temporary job opportunities to students. Participating students must be enrolled in or accepted to an accredited high school, technical, vocation, junior college or university or a graduate or professional school; enrollment must be on at least a part-time basis. Most appointments are for 1 year or less. Although these opportunities are available throughout the year, the Air Force hires a majority of students under this program between May and September when students are taking a break for the summer. Positions include lifeguard, laborer, office automation clerk and more. Job opportunities are announced as vacancies occur and may be viewed on the Air Force Personnel

Center Employment Homepage at <http://www.afpc.randolph.af.mil/afjobs>. Resumes must be formatted as specified in the Air Force Job Kit and may be submitted by: using our on-line resume writer (see our Employment Homepage), by e-mail to Ext.Resume@afpc.randolph.af.mil, or by mailing a hardcopy to HQ AFPC/DPCTDC, Attn: Recruitment Call Center, 550 C Street West Suite 57, Randolph AFB TX 78150-4759.

- **Student Career Experience Program (SCEP):** Offers employment experience related to the student's major field of study, allowing students to work part-time while attaining academic degree. The SCEP features a prescribed training plan, which specifies length of training, what the student will learn over the course of the program, when promotions take place (if any). Most Air Force student employment programs result in permanent career placement upon successful completion of the training program and degree requirements. Contact an Air Force installation near you for more information on these career opportunities.

Leave and Earnings Statement (LES) via (E/MSS)

Get your E-LES before payday!

DFAS now offers another Internet capability the E-LES, or Electronic Leave and Earnings Statements. This function allows Air Force Civilian employees to view and print their LES through E/MSS. E-LES mirrors the existing hardcopy LES and is protected by a secure protocol that protects data between the user's PC and the E/MSS server.

As always, hardcopy distribution of the LES will continue; however, employees will be given the opportunity to stop the hardcopy if desired.

Information on accessing the E/MSS system can be found at <http://www.dfas.mil/emss/>.

Delegated Examining Unit (DEU) Process



The AFPC Centralized Delegated Examining Unit (DEU) became operational 1 May 00. Prior to this, recruitment functions at AFPC were limited to competitive internal or noncompetitive external recruitment. Under competitive internal procedures, AF employees are referred based on their eligibility for promotion, reassignment, or change to lower grade.

Under noncompetitive external procedures, candidates are referred based on their eligibility for reinstatement, transfer, VRA, 30 percent disabled veteran, etc. In contrast, the DEU performs the same recruitment function as the Office of Personnel Management and recruits candidates from ANY and ALL sources under competitive external procedures.

So questions arise, that beg for an explanation, such as: "when do I request a list from competitive internal or noncompetitive external sources?" "when do I request a list from DEU?"; and, "what's the difference?" Understanding these differences and taking the appropriate course of action can lead to more efficient results for the Civilian Personnel Flight, the selecting official, and our staff members.

Some factors to consider when a vacancy occurs are:

a) Grade Level - Is it best to fill the position at the target grade level or would restructuring the position result in more or better qualified candidates? This is an important factor to consider especially if the position has been determined hard-to-fill.

b) Location - Is the position located in a remote duty location, or is the base itself located in a remote or high cost area? Does the local area contain candidates eligible for noncompetitive appointment - multi Federal agencies in the area or a major military retirement community?

c) Skills Availability - Are there candidates within the local base workforce that can readily be considered and qualify for the position? Within Air Force? Are the skills of the position available within the commuting area and from noncompetitive sources?

d) Prior Recruitment History - Is this a position that in your experience has been typically hard-to-fill? There are no readily available candidates within the Federal workforce.

e) Name Request - Is there a name request candidate that the supervisor strongly wishes to consider if the candidate is eligible and qualified?

The decision of how to recruit stems from the conclusions formed after considering these factors: When skills and candidates are readily available within the local workforce, the initial decision could be to consider base candidates first, through competitive merit promotion procedures, or possibly expand through Central Skills Bank (CSB) to AF candidates outside the local commuting area. Noncompetitive recruitment sources can be used when skills and candidates are available from within the Federal workforce (other agencies) or from noncompetitive sources within or outside the commuting area. When skills and/or candidates are not readily available within the commuting area or within the Federal workforce, the appropriate course of action would be DEU

recruitment, where announcements are open to the general public.

When none of the factors above are considered, the result is called "shopping" for candidates. Recruitment from ALL sources is requesting - competitive merit promotion, noncompetitive external, and DEU. This sometimes results in many resources "spinning their wheels" working on the same project. Sometimes, by the time DEU issues a certificate, the supervisor has selected from an internal promotion certificate, or selected a VRA candidate he/she had name requested. "Fishing in all the waters" just to see what's there causes much work and effort to be expended in screening resumes, rating and ranking applicants. This is time that could have been used more productively, possibly in producing another certificate for the same supervisor! This also results in complaints from external candidates who cannot understand why the position was announced to the general public in the first place if a current AF employee was selected.

Ultimately, the decision of where and how to recruit lies with the supervisor, but with the assistance of the CPF staff and the AFPC staff, the supervisor can make a more informed decision. These staffing specialists are just that - recruitment experts with experience who can suggest the best and most expeditious route to take in filling a vacancy.

e-Recruitment Sources

In our October issue, we featured an article about the AFPC E-Recruitment Unit. Now it is time to tell you a little more about who we are and what we do. The E-Recruitment Unit, which stood up in August 2000, consists of: Hong Miller, Recruitment Unit Branch Chief, Eileen Faz, Eastern Region Point of Contact (POC), Susan Heaton, Western Region POC, Susan Hill, Central Region POC, Monica Kilgore, DEU POC, Naomi Vernon, DPCTI POC and our most recent member of the team, Geneva Boyd, Southern Region POC.

You have heard of e-recruitment as being one of the latest waves of the future in terms of staffing positions, but what exactly does it mean? In a nutshell, e-recruitment is short for electronic recruiting, which involves using the latest Internet technology to determine the best sources to attract candidates. Since recruiting candidates has become so competitive, nearly 50 percent or more of businesses today are gaining an edge by using the web to recruit for vacant positions. By next year, this number is predicted to rise to 96 percent, leaving behind those who do not use this essential recruitment tool.

In order to stay competitive, e-recruitment is imperative. It serves as an additional function to staffing by using direct involvement in finding qualified candidates (sourcing) via the web while also marketing the organization at the same time. By developing an attractive company logo, company profile and other

marketing strategies, our objective is to entice candidates back to our own employment website where our announcements are posted. Marketing ourselves to the general public is vital to our success in building recognition for Air Force federal civilian employment so that we establish a more positive mindset concerning the business aspects of our organization. Our goal is to brand the Air Force as one of the employers that everyone wants to work for.

As members of our unit receive requests for recruitment assistance from the staffing teams, we develop recruitment strategies to assist in locating candidates for those hard-to-fill positions. One of our main goals is to provide wider dissemination of vacancy announcements by means other than Resumix and USAJobs. We accomplish this by utilizing several different sources to reach and locate candidates such as career sites, industry targeted sites, professional association websites, college and university websites, and search engines, just to name some. One of the most useful sources is general sites or "career sites", more commonly known as "Job Boards" or "Monster Boards". Although there are several free resources to post announcements, we recently obtained contracts with paid sites such as Headhunter.net, VetJobs.com (for Veterans only), RecruitUSA.com, Employmax.com and Kforce.com. The benefit to posting on career sites is that not only do we post announcements on their websites, but they in turn "cross-post" copies of each announcement on several other websites as well. In addition to job posting services for several different occupational groups, the sites contain resume databanks from which we are able to review resumes, extract information and make contact with candidates who may possess qualifying skills for our vacant positions.

Another valuable recruitment source is industry-targeted sites. Targeted sites are specific sites dedicated to a certain occupation group or certain specialty. Targeted sites are advantageous because they attract only potential candidates with industry specific skills. For instance, they target individuals interested in aviation, aircraft maintenance, engineering, security and law enforcement, trades and crafts, healthcare, or even sites that target individuals in diverse groups such as those with disabilities. Currently, our unit has contracted with Healthjob.com and Partsbase.com, which is an Aviation/Aircraft parts site that includes a built-in career page that is

frequented by many with aircraft maintenance skills. Many of the sites offer free employment services to employers who traditionally fill positions in certain occupations.

Professional associations or organization websites are an added bonus since they also attract individuals with industry specific skills. Some of these organizations provide job postings services or contain on-line message boards on which we are able to post our announcements. Additionally, they may serve as a valuable source for recruitment networking opportunities.

Technical schools, colleges and universities have also joined in on the latest wave in technology. As with most businesses and organizations today, many schools now have websites that contain links to student information, course curriculum, alumni sections and career services. Many permit free job announcements that are posted to their institutions' job boards or distributed to students who may be seeking employment opportunities.

Many people are familiar with Internet search engines such as Yahoo and AltaVista only as sources to find information on specific topics of interest or sites to manage personal e-mail. Search engines can function in various ways. Some contain free job postings services in their career sections while others provide free individual e-mail services or free accounts to those with access to the Internet. Additionally, some search engines and Internet Service Providers (ISP) provide free web page space, which enables individuals to build personal homepages on which many post resumes. Although sometimes mining resumes from personal homepages can be time consuming, this is yet another source or tool for E-Recruiters to locate qualified candidates. In fact, sourcing candidates through personal homepages and individual resumes could be beneficial in locating passive candidates. Passive candidates are those with valuable skills and who are currently employed yet may not be necessarily seeking employment.

As our Recruitment Team progresses in our effort to assist in improving recruitment time, we strive towards the goal of making the Air Force the "employer of choice".